Newfoundland Labrador

Fisheries and Aquaculture

Strategic Plan 2008–2011

MESSAGE FROM THE MINISTER

In accordance with government's commitment to transparency and accountability, I am pleased to submit to the House of Assembly and the people of Newfoundland and Labrador the 2008-2011 Strategic Plan for the Department of Fisheries and Aquaculture. As Minister for this department, I am accountable for the preparation of this Plan and the achievement of the goals and objectives therein.

As the fishing industry in Newfoundland and Labrador continues to evolve, there is much reason to remain optimistic, despite the continued challenges associated with low-cost producers, high tariffs and resource uncertainty. In 2007, the production value of the fishery exceeded $1 billion, a historically high level of industry performance, and the budget for the Department of Fisheries and Aquaculture has tripled since 2005. The sealing industry continues to be an integral part of the fishing industry, contributing approximately $30 million to the provincial enconomy in 2007.

Through the objectives outlined in our Strategic Plan, my department will build upon these successes as we continue to chart a new course toward a renewed, economically sustainable and internationally competitive fishery. Key among our efforts will be the full implementation of the provincial elements of the Fishing Industry Renewal Strategy. This includes an enhanced marketing strategy, a comprehensive processing policy framework, new occupational health and safety initiatives, funding for an auction, research and development funding, and harvest sector financing.

Our aquaculture industry is experiencing tremendous growth. Since 2005, production volumes and values of the Newfoundland and Labrador aquaculture industry have more than doubled, and the sector has entered into a new era of bio-security through new investments in diagnostic infrastructure and fish health protocols. The aquaculture industry is vital to the future success of our regional economy, and my department will continue to facilitate this expansion as we move forward.

The fishery and aquaculture sector continue to be major contributors to the provincial economy and a most important employer to rural communities. Through our Strategic Plan, we will continue to make sound and prudent decisions to promote further expansion of these industries. Furthermore, since critical components such as international trade and custodial management require federal involvement, we will continue to play a leadership role in lobbying the Government of Canada to affect positive change in these and other key areas.

Sincerely,

Honourable Trevor Taylor, M.H.A.
The Straits - White Bay North
Minister

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Cover Photo Credits

South Coast Aquaculture Marine Cage Site - Travis Mahoney

Crab Harvester - Professional Fish Harvesters Certification Board

Rural Fishing Community - Alex Marland

Square Islands - Wanda Wiseman

Mackerel Processing - Lana Payne (FFAW)

PLAN AT A GLANCE

Vision

The vision of the Department of Fisheries and Aquaculture is sustainable fishing and aquaculture industries that achieve their optimum economic contribution to the Province of Newfoundland and Labrador.

Mission

By 2011, the Department of Fisheries and Aquaculture will have supported the strengthening of the fishing sector and the expansion of the aquaculture industry to create economic opportunities for the province.

Goal 1: By March 31, 2011, the Department of Fisheries and Aquaculture will have supported the expansion of the province's aquaculture industry.

Objectives

- By March 31, 2009, the Department of Fisheries and Aquaculture will have developed approaches to support the expansion of the aquaculture industry.
- By March 31, 2010, the Department of Fisheries and Aquaculture will have begun implementation of approaches to support the expansion of the aquaculture industry.
- By March 31, 2011, the Department of Fisheries and Aquaculture will have supported the expansion of the aquaculture industry.

Goal 2: By March 31, 2011, the Department of Fisheries and Aquaculture will have implemented a sustainable management framework for the aquaculture sector.

Objectives

- By March 31, 2009, the Department of Fisheries and Aquaculture will have commenced development of a sustainable management framework for the aquaculture sector.
- By March 31, 2010, the Department of Fisheries and Aquaculture will have completed development of a sustainable management framework for the aquaculture sector.
- By March 31, 2011, the Department of Fisheries and Aquaculture will have implemented a sustainable management framework for the aquaculture sector.

Goal 3: By March 31, 2011, the Department of Fisheries and Aquaculture will have demonstrated a leadership role in relation to federal policy pertaining to marine fisheries, aquaculture, trade issues and coastal and oceans management.

Objectives

- By March 31, 2009, the Department of Fisheries and Aquaculture will have communicated its position to the federal government on matters pertaining to marine fisheries, aquaculture, trade issues and coastal and oceans management.
- By March 31, 2010, the Department of Fisheries and Aquaculture will have reviewed its federal/provincial relationship and adjusted its approach as appropriate.
- By March 31, 2011, the Department of Fisheries and Aquaculture will have determined the effectiveness of the province's position on marine fisheries, aquaculture, trade issues and coastal and oceans management.

Goal 4: By March 31, 2011, the Department of Fisheries and Aquaculture will have implemented additional initiatives designed to enhance the value and presence of Newfoundland Labrador seafood products in the global marketplace.

Objectives

- By March 31, 2009, the Department of Fisheries and Aquaculture will have begun implementation of additional initiatives designed to enhance the value and presence of Newfoundland Labrador seafood products in the global marketplace.
- By March 31, 2010, the Department of Fisheries and Aquaculture will have continued implementation of initiatives designed to enhance the value and presence of Newfoundland Labrador seafood products in the global marketplace.
- By March 31, 2011, the Department of Fisheries and Aquaculture will have implemented initiatives designed to enhance the value and presence of Newfoundland Labrador seafood products in the global marketplace.

Goal 5: By March 31, 2011, the Department of Fisheries and Aquaculture will have implemented Fishing Industry Renewal initiatives aimed at supporting the viability and competitiveness of the fishing industry.

Objectives

- By March 31, 2009, the Department of Fisheries and Aquaculture will have developed and begun implementation of components of Fishing Industry Renewal.
- By March 31, 2010, the Department of Fisheries and Aquaculture will have continued the implementation of Fishing Industry Renewal initiatives aimed at supporting the viability and competitiveness of the fishing industry.
- By March 31, 2011, the Department of Fisheries and Aquaculture will have completed the implementation of Fishing Industry Renewal initiatives aimed at supporting the viability and competitiveness of the fishing industry.

INTRODUCTION

In accordance with the Transparency and Accountability Act, the 2008-2011 Department of Fisheries and Aquaculture (DFA) Strategic Plan identifies the key priority issues the department will focus on over the next three years. They include: expansion of the province's aquaculture industry; implementation of a sustainable management framework for the aquaculture sector; demonstration of a leadership role involving federal policy relating to marine fisheries, aquaculture, sealing, trade and coastal and oceans management; implementation of initiatives to enhance the value and presence of Newfoundland and Labrador seafood products in the global marketplace and implementation of the Fishing Industry Renewal Strategy aimed at supporting the viability and competitiveness of the fishing industry.

The Provincial and Federal Governments have embraced an 'Ocean to Plate' approach in relation to the fisheries and aquaculture industries. This means that stakeholders in the seafood value chain strive to attain a sustainable, economically viable and competitive industry. 'Ocean to Plate' focuses on the needs of the market, enhancing value rather than volume in ways that enable all industry participants to benefit. It recognizes the importance of having all players in the seafood value chain involved in and contributing to the management of the fishing sector.

The Department of Fisheries and Aquaculture is classified as a Category I Government Entity for the purposes of this Strategic Planning process. As a result, the department reports on its activities at an "outcomes" or "results" level. Departments that are primarily major service delivery providers and in direct contact with the general public are generally considered as Category I Entities.

The department's ability to set and shape its policies, programs, services and priorities continues to be impacted by a number of issues and realities facing both the fishing and aquaculture sectors. The department will continue to be challenged by its ability to influence fisheries management of adjacent fish resources, management issues related to straddling stocks on the nose and tail of the Newfoundland Grand Banks, the strong Canadian dollar, high tariffs, competition from low cost producing countries, overcapacity in processing and harvesting, recovery of groundfish stocks and an aging demographic in the fishing industry.

While the department is optimistic about its capacity to deliver on it's strategic priorities, it is important to note that DFA has limited control over markets and resources in the fishing industry.

Premier's Meeting on Newfoundland and Labrador Fishery

DEPARTMENTAL OVERVIEW

The Department of Fisheries and Aquaculture's main responsibilities involve the licensing and regulation of the province's processing sector and providing for the effective and sustainable development of our aquaculture sector. As well, the department is responsible for marketing, development and diversification programs relevant to both the fishing and aquaculture sectors.

The department has a long and interesting history having existed for over 115 years. It is a resource-based department which works closely with a range of departments, agencies and industry stakeholders in fulfilling its mandate. The department collaborates with various industry partners such as: the Marine Institute; the Canadian Centre for Fisheries Innovation; the Ocean Sciences Centre; the Department of Fisheries and Oceans; and the Centre for Sustainable Aquatic Resources. Areas of development activities include: resource surveys, fishing gear development, vessel design, fish health services for aquaculture, and aquaculture site identification and development. The department continues to provide market intelligence to the industry, inspection and regulatory services, infrastructure support, policy development, and planning services.

The Department of Fisheries and Aquaculture currently employs a team of 127 employees, including seasonal and temporary staff. There are 62 employees located in the St. John's office, 17 in the Aquaculture Branch (Grand Falls-Windsor, St. Alban's and Corner Brook). There are 48 employees working in four Regional Offices: Avalon/Eastern, Central, Western, and Labrador. The department is comprised of four branches: Fisheries, Aquaculture, Marketing and Development, and Policy and Planning. The province is divided into four regions (for fisheries activities), based on the government's Economic Zones (EZ): Labrador (EZ 1-5); Western (EZ 6-10); Central (EZ 11-14); and Avalon/Eastern (EZ 15-20). For aquaculture activities, the province is divided into three regions: Western (EZ 1-10); Central (EZ 11-13); and Eastern (EZ 14-20), with the head office in Grand Falls-Windsor. For the 2008-2009 fiscal year, gross expenditures for the department will be $26.5 million.

The department is guided and governed by the following legislation:

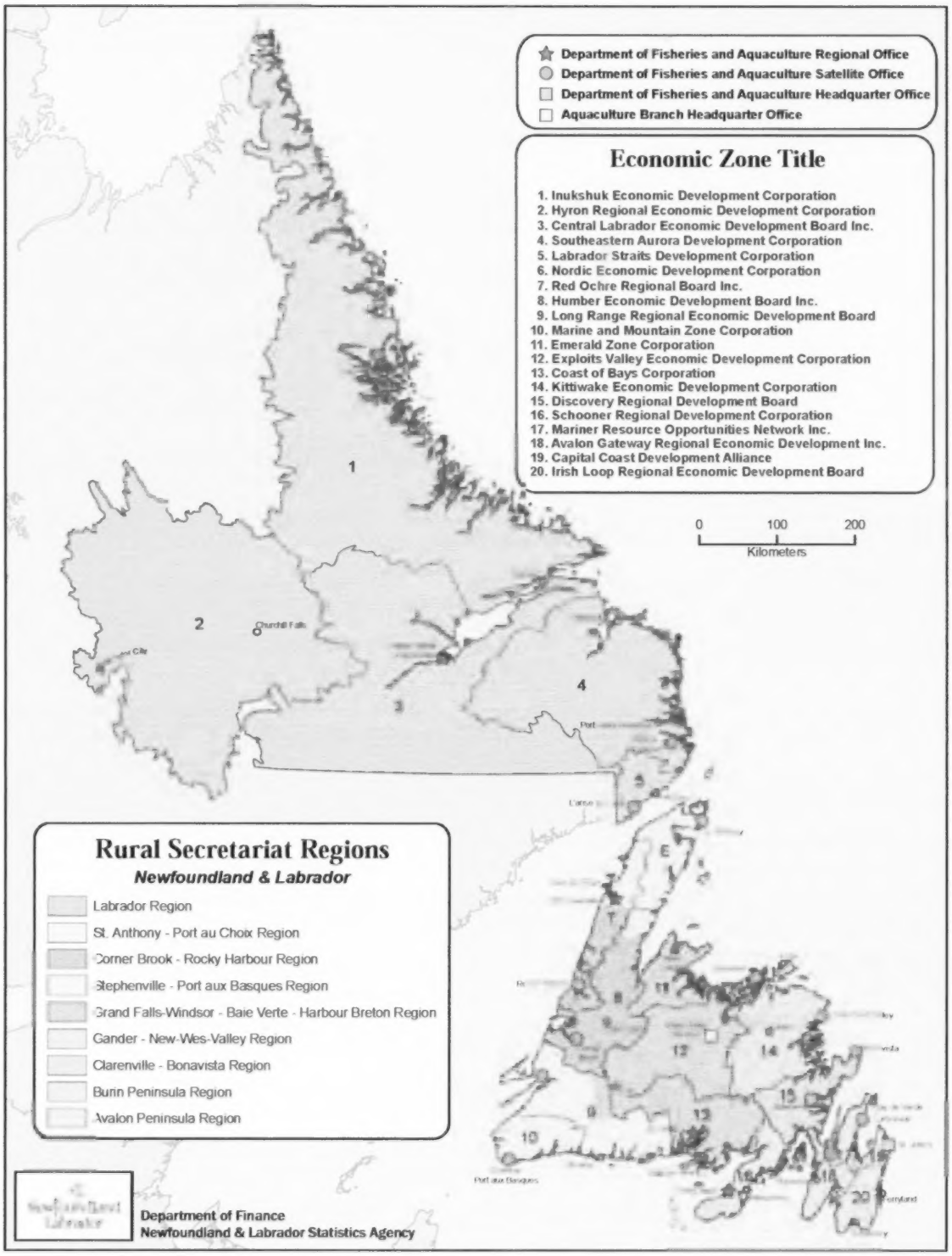
Department Legislation

- *An Act to Amend The Fish Inspection Act*
- *Fish Inspection Act* and *Regulations*
- *Fisheries Act* (Schedule C of the *Executive Council Act*)
- *Fisheries Restructuring Act*
- *Aquaculture Act* and *Regulations*
- *Fishing Industry Collective Bargaining Act*
- *Fish Processing Licensing Board Act*
- *Professional Fish Harvesters Act*

Federal Legislation

- *Fisheries Act*
- *Fish Inspection Act*
- DFO Management Plan
- *Marine Mammal Protection Act*

Inspecting crab pot repair


Department of Fisheries and Aquaculture Regional Office
Department of Fisheries and Aquaculture Satellite Office
Department of Fisheries and Aquaculture Headquarter Office
Aquaculture Branch Headquarter Office
Economic Zone Title
1. Inukshuk Economic Development Corporation
2. Hyron Regional Economic Development Corporation
3. Central Labrador Economic Development Board Inc.
4. Southeastern Aurora Development Corporation
5. Labrador Straits Development Corporation
6. Nordic Economic Development Corporation
7. Red Ochre Regional Board Inc.
8. Humber Economic Development Board Inc.
9. Long Range Regional Economic Development Board
10. Marine and Mountain Zone Corporation
11. Emerald Zone Corporation
12. Exploits Valley Economic Development Corporation
13. Coast of Bays Corporation
14. Kittiwake Economic Development Corporation
15. Discovery Regional Development Board
16. Schooner Regional Development Corporation
17. Mariner Resource Opportunities Network Inc.
18. Avalon Gateway Regional Economic Development Inc.
19. Capital Coast Development Alliance
20. Irish Loop Regional Economic Development Board
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Kilometers
Rural Secretariat Regions
Newfoundland & Labrador
Labrador Region
St. Anthony - Port au Choix Region
Corner Brook - Rocky Harbour Region
Stephenville - Port aux Basques Region
Grand Falls-Windsor - Baie Verte - Harbour Breton Region
Gander - New-Wes-Valley Region
Clarenville - Bonavista Region
Burin Peninsula Region
Avalon Peninsula Region
Department of Finance
Newfoundland & Labrador Statistics Agency

MANDATE

The mandate of the Department of Fisheries and Aquaculture is derived from the *Executive Council Act* and includes *the supervision, control and direction of all matters relating to:*

a. the promotion, development, encouragement, protection, conservation and regulation of fisheries and aquaculture; and

b. the administration of the Acts set out in the Schedule and of all orders and regulations passed or made under those Acts, including those powers, functions or duties necessary or desirable for carrying out the purpose of those Acts,

which are not, or insofar as they are not, the responsibility of another minister, agency, body, corporation, board, organization or person.

Provincial and Federal Responsibilities

The provincial Department of Fisheries and Aquaculture has responsibility for managing the province's processing activities for the fishing and aquaculture industries while the federal Department of Fisheries and Oceans has exclusive responsibility for fisheries management and science as well as the licensing and administration of fish harvesters. The following table outlines the primary responsibilities of each department as well as areas of joint or common responsibility for the fishing industry and aquaculture sector.

Areas of Responsibility for DFA and DFO

Department of Fisheries and Aquaculture (DFA)	Department of Fisheries and Oceans (DFO)	Common Responsibilities
Fisheries diversification	Oceans science and management including fisheries management and science	Research and development
Licensing, administration of fish plants	Licensing and administration of fish harvesters	Oceans/coastal zone management
Establishing and enforcing standards for fish quality	Harvesting statistics	Seafood marketing (Agriculture Canada)
Processing and aquaculture statistics	Habitat protection	Environmental protection
Aquaculture licensing and registry	Aquaculture statistics for Canada	Statistics and information services
Aquaculture inspections and enforcement	International relations	Infrastructure support
Aquaculture development and extension services	Certification of plants exporting fish (CFIA)	Aquaculture science, site inspections and fish health

Note: The department also conducts its activities with other federal departments and agencies, including the Canadian Food Inspection Agency (CFIA), Agriculture Canada, Atlantic Canada Opportunities Agency (ACOA), Department of Foreign Affairs and International Trade (DFAIT) and Service Canada on matters such as: fish inspection, seafood marketing and workforce issues.

LINES OF BUSINESS

In delivering its mandate, the Department of Fisheries and Aquaculture has identified the following lines of business:

Licensing

The department licenses all fish processing operations, fish buyers and aquaculture facilities operating within the province subject to specified criteria.

The Department of Fisheries and Aquaculture provides licensing policies and procedures to the Fish Processing Licensing Board which then reviews all requests for new fish processing licenses, transfers of licenses and change of ownership. The board makes recommendations to the Minister and the Minister makes the final decision on all licensing matters. Ministers have accepted all board recommendations since its inception in 2005. The department's Licensing and Quality Assurance Division acts as the secretariat for the board.

The department acts as the one-stop licensing agency for aquaculture. In this role, it coordinates input from all provincial and federal agencies. The process also facilitates input from any organization, group or individual who may have an interest in proposed aquaculture developments.

The department collects a number of processing and aquaculture statistics through the licensing process. The main statistics include fish processing plant production, fish purchases, plant employment, production on aquaculture farms, aquaculture employment, fishery and aquaculture infrastructure, financial information, and inspection information. The statistical information and analysis is used within the government to assist in formulating policy. The information is also used by industry during fish price negotiations and to aid in marketing decisions. All individual company information is kept confidential.

Development and Diversification

The department provides technical and financial support in the development of harvesting, culturing, processing and marketing in the fisheries and aquaculture industries.
This includes activities such as:

- Sustainable harvesting
- Processing sector diversification
- Aquaculture investment prospecting
- Technology transfer
- Market intelligence
- Quality assurance
- Infrastructure support

Inspection, Compliance and Regulatory Enforcement

The department conducts comprehensive inspection, compliance and regulatory programs for the fishing and aquaculture sectors within its legislative authorities. The buying, processing and marketing of seafood are regulated through the *Fish Inspection Act*, associated regulations, and the *Fish Processing Licensing Board Act*. The conduct of aquaculture requires the inspection of aquaculture facilities and is regulated under the *Aquaculture Act* and its regulations.
Activities include:

- Inspection of fish buying stations, processing plants, and dockside operations
- Auditing of statistics (e.g., plant employment and production statistics)
- Ensuring compliance with licensing policies
- Inspection of aquaculture sites and facilities
- Examination of aquaculture facilities for the presence of disease and escapes from cages

Policy Development and Planning

The department develops, implements, and provides advice on fisheries and aquaculture policies for the support of resource and industry management, growth, and development.
Other activities include:

- Strategic planning and reporting
- Financial and economic analysis
- Preparation and administration of development agreements
- Analysis and distribution of statistics
- Analysis of scientific information
- Analysis and development of policy positions on fisheries and aquaculture resource issues
- Leading the province's participation on oceans governance and planning issues
- Heading the province's participation on resource management/allocations and policies/positions to DFO

The character of the Department of Fisheries and Aquaculture is defined and promoted through the core values identified below. The core values and the actions which flow from these values guide both the department's work with its clients and interactions among departmental staff.

VALUES AND GUIDING PRINCIPLES

Collaboration and Teamwork

In delivering the department's programs and services, each individual does so through consultation, partnership and teamwork with clients, industry stakeholders, and co-workers.

Accountability and Responsibility

Each individual participates in government's work planning initiatives and is accountable for the responsibilities identified in their individual work plans.

Communication

Each individual shares information on a timely basis, while respecting confidentiality requirements, with co-workers and industry stakeholders.

Service to the Public

Each individual demonstrates respect for the public they serve through the following actions: timely and courteous responses to public inquiries; efficient and cost-effective delivery of programs and services; and identification of cost-saving measures wherever possible.

Examining diagnostic samples

Other values and principles of importance to the Department of Fisheries and Aquaculture include:

Respect

Each individual treats clients and co-workers in a courteous and considerate manner. Departmental staff listen to and consider differing views and opinions and operate within the principles of a respectful workplace. Respect is demonstrated through the efficient and timely response to requests and questions.

Confidentiality

Each individual ensures information provided to the department on a confidential basis is respected and protected from disclosure.

Employee Professional Development

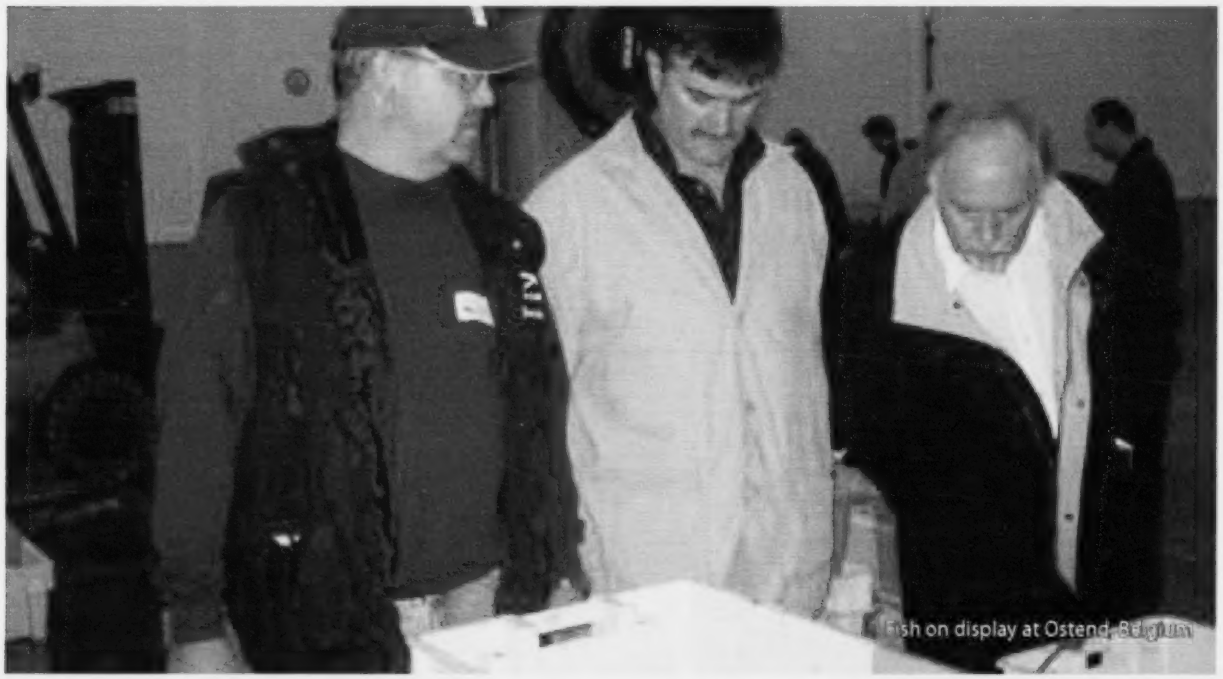
Individual staff encourage and support one another in improving job skills and strive to identify opportunities to enhance professional development.

Recognition

Each individual recognizes, appreciates and celebrates co-worker accomplishments which contribute to the department's goals and objectives.

Sustainable Development

Each individual works toward the sustainable development of the province's renewable fisheries and aquaculture resources.



Fish on display at Ostend, Belgium

PRIMARY CLIENTS

The primary clients of the Department of Fisheries and Aquaculture are individuals or groups whose needs have an influence on the department's business.

In delivering its mandate, the department identifies the following as primary clients:

- Fish processors and buyers
- Aquaculturists
- Plant workers
- Fish harvesters
- Provincial and Federal government departments
- Community groups (e.g. municipalities)
- Fishing and Aquaculture industry Non-Government Organizations (NGOs)
- Environmental Non-Government Organizations (ENGOs)
- Consumers
- People of Newfoundland and Labrador

The department partners with various groups and agencies in delivering its mandate. Some key fisheries and aquaculture partners include:

- Department of Fisheries and Oceans (DFO)
- Memorial University of Newfoundland (MUN) (including the Marine Institute (MI) and the Oceans Science Center (OSC))
- Atlantic Canada Opportunities Agency (ACOA)
- Canadian Centre for Fisheries Innovation (CCFI)
- Fish, Food and Allied Workers Union (FFAW)
- Newfoundland Aquaculture Industry Association (NAIA)
- Association of Seafood Producers (ASP)
- Seafood Processors Association of Newfoundland and Labrador Inc.
- Canadian Aquaculture Industry Alliance (CAIA)
- Fisheries Council of Canada (FCC)
- Canadian Council of Professional Fish Harvesters
- Newfoundland and Labrador Professional Fish Harvesters Certification Board
- National Seafood Sector Council
- Aquaculture Association of Canada

MISSION STATEMENT

The department's mission statement specifies the priority focus area of the Minister of Fisheries and Aquaculture for the three year period April 1, 2008 to March 31, 2011. It represents the key longer-term result the Minister and the department will be working toward as they attend to the strategic directions of government. The mission statement reflects the department's 'Ocean to Plate' philosophy and identifies measures and indicators to assist the department and the public in monitoring and evaluating its success.

The department's mission focuses on the strengthening of the fishing sector and the expansion of the aquaculture sector in consideration of the realities of the environment within which these industries operate and those elements over which the department has some control. The mission is not a descriptor of the programs and services of the Department of Fisheries and Aquaculture and it does not reflect all activities of the department. The indicators describe how the department will support the strengthening of the fishing industry.

By 2011, the Department of Fisheries and Aquaculture will have supported the strengthening of the fishing sector and the expansion of the aquaculture industry to create economic opportunities for the province.

Measure 1 Supported the strengthening of the fishing industry to create economic opportunities for the province.

Indicators

- Improved the value of the resource.
- Implemented a formal training process for inspection staff.
- Secured the province's share of fish resources.
- Developed and implemented a strategy to reduce seafood trade barriers.
- Increased quality awareness.
- Implemented the Fishing Industry Renewal initiatives.

Measure 2 Supported the expansion of the aquaculture industry to create economic opportunities for the province.

Indicators

- Established access to a capital program for the aquaculture industry.
- Collaborated with the federal government on funding issues.
- Increased internal capacity to support aquaculture in the areas of health, development, policy and licensing.
- Expanded initiatives to increase private-sector investment in the aquaculture industry.
- Increased economic value as measured by market value and employment levels.
- Increased volume of production.

STRATEGIC ISSUES

As the Department of Fisheries and Aquaculture delivers on its mandate and focuses on its strategic issues and goals over the next three years, it is important to consider those external forces in the seafood industry over which the department has no control and which impact on what the department can accomplish. Those factors include, but are not limited to, the availability and management of fish resources, global markets, an available workforce, tariffs and trade bans, and currency exchange rates. It is important to be mindful of the department's jurisdictional limits while holding it accountable for areas within it's sphere of control.

The department has identified five strategic issues and goals which will be met over the next three fiscal years. The issues addressed in this strategic plan are as follows:

1. Expansion of the Province's Aquaculture Industry
2. Sustainable Management of the Aquaculture Industry
3. The Province's Position on Fishery and Aquaculture matters falling under Federal Jurisdiction
4. Enhancing the Value of the Fishing and Aquaculture Industries
5. Fishing Industry Renewal

Discussing fresh mussel opportunities with international buyer, Brussels

Issue 1: Expansion of the Province's Aquaculture Industry

To vie for private capital investment and to attract the best aquaculture professionals to this province, it is critical to establish the Newfoundland and Labrador aquaculture industry as one of the most progressive in the world. It is essential to demonstrate to both investors and the global market that Newfoundland and Labrador has the best skilled workers, the finest aquaculture professionals, the highest quality product, a solid infrastructure of wharves, roads and facilities to support expansion and a progressive, vigorous but efficient regulatory regime. In Budget 2008-09, 4.7 million dollars was allocated for the construction of an aquaculture health diagnostics lab. An additional 4 million was designated for the Aquaculture Capital Equity Program.

In keeping with governments directive to enhance the sustainability of the province's aquaculture industry, the department, working with industry, must explore and implement means to cultivate and exploit its rich aquaculture resources. In addition they must work to reduce resource conflicts so as to deliver healthy commercial species, in significant amounts, to the international marketplace.

Nature Sea Farms south coast aquaculture site

Goal 1: By March 31, 2011, the Department of Fisheries and Aquaculture will have supported the expansion of the province's aquaculture industry.

Measure 1: Supported the expansion of the province's aquaculture industry.

Indicators:

- Increased internal human resource and infrastructure capacity.
- Developed and implemented expansion strategies for commercial species.
- Initiated startup and operation of a cod demonstration farm.
- Developed and implemented a process to address resource conflict.

Objective 1: By March 31, 2009, the Department of Fisheries and Aquaculture will have developed approaches to support the expansion of the aquaculture industry.

Measure: Developed approaches to support the expansion of the aquaculture industry.

Indicators:

- Constructed an aquaculture health diagnostics lab.
- Hired additional staff.
- Engaged working teams to develop strategies for salmonid expansion.
- Developed a blueprint for mussel development.
- Facilitated the development of a commercial scale Atlantic Cod demonstration farm.
- Drafted an infrastructure plan as required for commercial species expansion.
- Developed a process to address resource conflict issues.

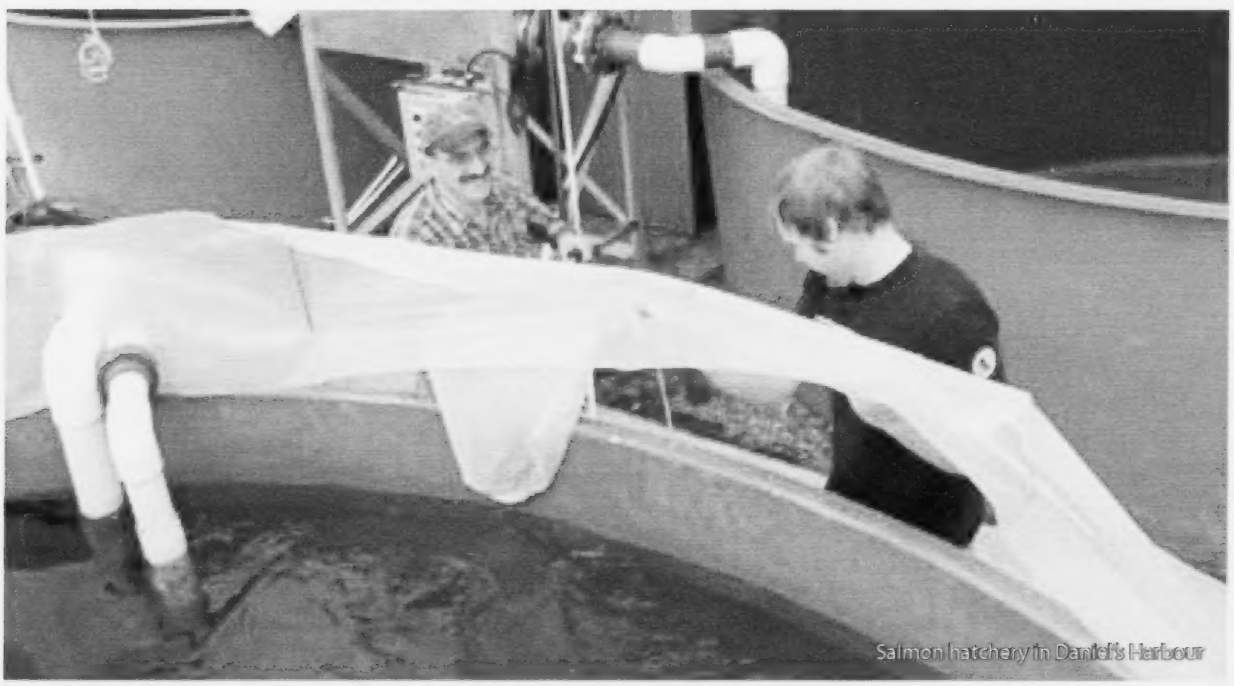
Objective 2: By March 31, 2010, the Department of Fisheries and Aquaculture will have begun implementation of approaches to support the expansion of the aquaculture industry.

Objective 3: By March 31, 2011, the Department of Fisheries and Aquaculture will have supported the expansion of the aquaculture industry.

Issue 2: Sustainable Management of the Aquaculture Industry

Sustainable management of the aquaculture industry is grounded in the development of policies aimed at preventing and mitigating diseases, pests, contamination, escapement, and other environmental threats such as aquatic invasive species that may harm the fish product, environment or public health. A productive enterprise must increase its own internal capacity and apply best practices in biosecurity to develop and implement a sustainable management framework. Existing policy relating to containment, single-year class sites, site separation and site fallowing are a part of the province's current management blueprint to reduce threats posed by disease, cross contamination and containment.

Policy review and communications to promote environmental sustainability are critical to the on-going elimination of potential risks to ensure superior fish health in the farming of commercial species.



Salmon hatchery in Daniel's Harbour

Goal 2: By March 31, 2011, the Department of Fisheries and Aquaculture will have implemented a sustainable management framework for the aquaculture sector.

Measure 2: Implemented a sustainable management framework for the aquaculture sector.

Indicators:

- Completed an internal review of aquaculture policies, regulations and the Act to support sustainability and changed as necessary.
- Developed a comprehensive sustainable management framework.
- Developed and implemented a communications process to promote environmental sustainability.
- Implemented a sustainable management framework.

Objective 1: By March 31, 2009, the Department of Fisheries and Aquaculture will have commenced development of a sustainable management framework for the aquaculture sector.

Measure: Commenced development of a sustainable management framework for the aquaculture sector.

Indicators:

- Completed an internal review of aquaculture policies, regulations and the Act.
- Drafted a sustainable management framework.
- Initiated development of a communication process to promote environmental sustainability.

Objective 2: By March 31, 2010, the Department of Fisheries and Aquaculture will have completed development of a sustainable management framework for the aquaculture sector.

Objective 3: By March 31, 2011, the Department of Fisheries and Aquaculture will have implemented a sustainable management framework for the aquaculture sector.

Issue 3: The Province's Position on Fishery and Aquaculture matters falling under Federal Jurisdiction

Under its constitution, the Government of Canada has jurisdiction over oceans management. While the province serves on numerous committees and provides direct input into policy development, Newfoundland and Labrador seeks to have a greater influence over the management of waters and fish stocks adjacent to this province. In this context, the province is clear and deliberate in voicing its position on regional, national and international fisheries management issues. The province promotes its priorities in all appropriate venues in its determination to eliminate trade tariffs and barriers, manage adjacent fish stocks in a way that will prevent further erosion of the resource, promote the sustainability of ecosystems, and to generate economic activities.

To strengthen the fisheries and aquaculture industry in Newfoundland and Labrador, the province will work to increase its role and to amplify its voice in ocean management. The province is also committed to promoting its strategic aquaculture priorities to the federal government to secure federal funding for aquaculture initiatives.

Presenting the NL mussel industry to an international seafood buyer, Brussels

Goal 3: By March 31, 2011, the Department of Fisheries and Aquaculture will have demonstrated a leadership role in relation to federal policy pertaining to marine fisheries, aquaculture, trade and coastal and oceans management.

Measure 3: Demonstrated a leadership role in relation to federal policy pertaining to marine fisheries, aquaculture, trade and coastal and oceans management.

Indicators:

- Encouraged the federal government to represent, on behalf of the province, the interests of the NL fishing and aquaculture industries to the WTO and the European Union.
- Worked with the federal government to address the issue of trade bans on seal products.
- Evaluated the effectiveness of NAFO reforms against a custodial management arrangement.
- Pursued agreements with the federal government on coastal and oceans management.
- Participated in federal processes to influence outcomes of provincial interest.
- Pursued federal government funding for aquaculture projects identified by the province.
- Put processes in place to strengthen the province's profile.

Objective 1: By March 31, 2009, the Department of Fisheries and Aquaculture will have communicated its position to the federal government on matters pertaining to marine fisheries, aquaculture, trade and coastal and oceans management.

Measure: Communicated its position to the federal government on matters pertaining to marine fisheries, aquaculture, trade and coastal and oceans management.

Indicators:

- Communicated province's position on issues that arise in WTO and EU negotiations.
- Monitored changes resulting from NAFO reforms.
- Communicated on issues relating to the province's sealing industry.
- Defined the province's responsibility, versus federal responsibility, in terms of coastal and ocean's management.
- Pursued outcomes favorable to the province's position on fisheries issues under federal jurisdiction.
- Explored processes aimed at strengthening the province's profile.
- Promoted strategic aquaculture priorities for federal funding.

Objective 2: By March 31, 2010, the Department of Fisheries and Aquaculture will have reviewed its federal/provincial relationship and adjusted its approach as appropriate.

Objective 3: By March 31, 2011, the Department of Fisheries and Aquaculture will have determined the effectiveness of the province's position on marine fisheries, aquaculture, trade issues and coastal and oceans management.

Issue 4: Enhancing the Value of the Fishing and Aquaculture Industries

The viability of Newfoundland and Labrador's fishing and aquaculture industries is challenged on many fronts. The appreciation of the Canadian dollar, competition from low cost producers, trade bans and high tariffs each test the ingenuity and determination of all stakeholders as they strive to not only maintain the industry but grow and expand as well.

In response to challenges such as these, the province is working with industry on new innovative and competitive initiatives aimed at enhancing the value and presence of our seafood products locally, nationally and internationally. In this respect, the seafood industry, as do other Newfoundland and Labrador industries, faces additional challenges in terms of attracting and retaining a skilled and talented work force. An aging labour force steadily moving into retirement, combined with continuing out-migration in rural regions which sees both skilled and unskilled labour leaving the province for higher wages, poses a new set of challenges as government and industry strive to develop and implement innovative and competitive initiatives. It is within such a context that we endeavor to enhance the value of our fishing and aquaculture industries.

Sliding perwinkles across grading table

Goal 4: By March 31, 2011, the Department of Fisheries and Aquaculture will have implemented additional initiatives designed to enhance the value and presence of Newfoundland Labrador seafood products in the global marketplace.

Measure 4: Implemented additional initiatives designed to enhance the value and presence of Newfoundland Labrador seafood products in the global marketplace.

Indicators:

- Implemented market enhancement initiatives.
- Increased the number of innovation initiatives.
- Implemented new quality initiatives.

Objective 1: By March 31, 2009, the Department of Fisheries and Aquaculture will have begun implementation of additional initiatives designed to enhance the value and presence of Newfoundland Labrador seafood products in the global marketplace.

Measure: Begun implementation of additional initiatives designed to enhance the value and presence of Newfoundland Labrador seafood products in the global market place.

Indicators:

- Worked with industry to implement market enhancement initiatives.
- Developed and implemented new program initiatives to support fisheries innovation.
- Identified new quality initiatives.

Objective 2: By March 31, 2010, the Department of Fisheries and Aquaculture will have continued implementation of initiatives designed to enhance the value and presence of Newfoundland Labrador seafood products in the global marketplace.

Objective 3: By March 31, 2011, the Department of Fisheries and Aquaculture will have implemented initiatives designed to enhance the value and presence of Newfoundland and Labrador seafood products in the global marketplace.

Issue 5: Fishing Industry Renewal

The Fishing Industry Renewal Strategy resulted from efforts on the part of the Provincial and Federal Governments and industry stakeholders to ensure the sustainablility, viability and competitiveness of our fishing industry. The Province's 2008-09 Budget designated 15 million dollars over a three year period for the implementation of the provincial initiatives of the FIR Strategy. With the ever-changing economic environment, evolving science and technology, expanding marketplace, growing need for a specialized workforce, facilities and infrastructure, there is constant transformation in the fishing industry. The Provincial Government will be proactive and adaptable in establishing policies and mechanisms that will support industry renewal. It is important to translate sound scientific data and business acumen into clear policy that will advance the growth of fisheries in Newfoundland and Labrador. Industry and other government partners serve as important collaborators through their participation and contribution to the development of an emerging and highly regarded industry.

Preparing samples at the International Boston Seafood Show

Goal 5: By March 31, 2011, the Department of Fisheries and Aquaculture will have implemented Fishing Industry Renewal initiatives aimed at supporting the viability and competitiveness of the fishing industry.

Measure 5: Implemented Fishing Industry Renewal initiatives aimed at supporting the viability and competitiveness of the fishing industry.

Indicators:

- New processing policy framework in place.
- Worked with industry to establish the Seafood Marketing Council.
- Worked with industry to set up a fish auction.
- Worked with provincial and federal partners to make changes to the Fisheries Loan Guarantee Program.
- Monitored and reviewed the activities of the NL Fishing Industry Safety Council.
- Worked with provincial partners to support workforce adjustment.

Objective 1: By March 31, 2009, the Department of Fisheries and Aquaculture will have developed and begun implementation of components of Fishing Industry Renewal.

Measure: Developed and begun implementation of components of Fishing Industry Renewal.

Indicators:

- Developed new processing policy framework.
- Worked with industry to establish the Seafood Marketing Council.
- Worked with industry to pilot a fish auction.
- Worked with provincial and federal partners to make changes to the Fisheries Loan Guarantee Program.
- Worked with fishing industry stakeholders to establish the NL Industry Safety Council
- Worked with provincial partners to support workforce adjustment.

Objective 2: By March 31, 2010, the Department of Fisheries and Aquaculture will have continued the implementation of Fishing Industry Renewal initiatives aimed at supporting the viability and competitiveness of the fishing industry.

Objective 3: By March 31, 2011, the Department of Fisheries and Aquaculture will have completed the implementation of Fishing Industry Renewal initiatives aimed at supporting the viability and competitiveness of the fishing industry.

Appendix

Strategic Directions for Department of Fisheries and Aquaculture

Strategic Directions

Strategic directions are the expression of desired physical, social or economic outcomes and normally require action by more than one government entity. These directions are generally communicated by the Provincial Government through platform documents, Throne and Budget Speeches, policy documents, and other communiqués. The *Transparency and Accountability Act* requires departments and public bodies to take into account these strategic directions in the preparation of their performance-based plans. This action will facilitate the integration of planning practices across government and will ensure that all entities are moving forward on key commitments.

The strategic directions related to the Department of Fisheries and Aquaculture are provided below. Each strategic direction is comprised of a number of components or focus areas. These focus areas will be addressed through the various planning processes of the department. As indicated in the table, some have been addressed in this Strategic Plan while others are addressed in the operational and/or work planning processes. The department's progress on the strategic directions will be reported through the annual performance reporting process.

There are four entities which report to the Minister of Fisheries and Aquaculture:

1. Professional Fish Harvesters Certification Board
2. Professional Fish Harvesters Appeals Board
3. Professional Fish Harvesters Disciplinary Board
4. Fish Processing Licensing Board

Activity Plans will be prepared by each entity with consideration of the strategic directions related to the Department of Fisheries and Aquaculture.

Department of Fisheries and Aquaculture
Strategic Directions

1. A Sustainable Aquaculture Industry

Strategic Direction: Enhanced the Sustainability of the Provincial Aquaculture Industry.

Components of Strategic Direction	Applicable to Other Entities Reporting to the Minister	This Direction is addressed:		
		in the department's strategic plan	in the department's operational plan	in the branch/ divisional work plans of the department
1. Sustainable Growth and Development		✓		✓
2. Aquaculture Investment		✓		✓

2. The Fishing Industry as a Key Pillar of Sustainable Economic Growth

Strategic Direction: **Strengthened the role of the Fishing Industry as a Key Pillar of Sustainable Economic Growth within the Province.**

Components of Strategic Direction	Applicable to Other Entities Reporting to the Minister	This Direction is addressed:		
		in the department's strategic plan	in the department's operational plan	in the branch/ divisional work plans of the department
1. Fisheries Sector Efficiency	✓	✓	✓	✓
2. Fostering Opportunities through Marketing and Development		✓		✓
3. Quality Assurance (with emphasis on appropriate seafood processing training)		✓		✓

3. Province's Position on Fishery matters falling under Federal Jurisdiction

Strategic Direction: **Enhanced the Province's Position on Fishery matters falling under Federal Jurisdiction.**

Components of Strategic Direction	Applicable to Other Entities Reporting to the Minister	This Direction is addressed:		
		in the department's strategic plan	in the department's operational plan	in the branch/ divisional work plans of the department
1. Fisheries Management		✓		✓
2. International Fisheries Management		✓		✓
3. Trade and Trade Barriers		✓		✓

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